The webinar will start shortly

If you have any questions during the presentation, you can type them in the chat.
Hudson Reward Surveys 2024
Kick-off webinar
Reward Management: Our Solutions

HR & Reward Strategy
Strategic Reward Workshops to align the HR Strategy with the organisational strategy.

Job Design
Design a future proof, uniform set of job descriptions which will be the basis for various HR processes.

Job Grading
Using the Hudson 5 + 1 Compa® methodology, the added value of each job within an organization can be evaluated and valued.

Benchmark
Comparing the remuneration positioning of individual employees with a preferred reference market.

Opinion Leadership

Reward Consulting
Development of an organisation’s specific salary structure and salary evolution systems.

Performance Management
Elaborate the architecture for feedback and performance management processes tailored to the organisational culture and strategy.

Tools & Training
Compa
Reward Architect

Tailormade Solution
Tailor our solutions via cocreation and manage the project to implement the solutions step by step applying change management.
Hudson conducts several Reward Surveys every year...

White collar
- 232,032 observations
- 807 organisations
- 289 reported jobs

Financial Services
- 39,657 observations
- 48 organisations
- 99 reported jobs

Tech
- 41,301 observations
- 129 organisations
- 139 reported jobs

TopEx
- 1,726 observations
- 307 organisations
- 21 reported jobs

Blue collar
- 59,920 observations
- 224 organisations
- 33 reported jobs

Interim
- 7,868 observations
- 37 organisations
- 18 reported jobs

Legal
- 2,472 observations
- 40 organisations
- 24 reported jobs

Safety Health & Environment
- 2,794 observations
- 9 organisations
- 19 reported jobs
Why participate in 2024?

— Are you asking yourself questions about the current salary level offered to your employees compared to the market?

— Are you experiencing issues regarding the retention and attraction of employees and are the causes often related to reward?

— Are you receiving questions/complaints from your employees regarding their level of remuneration?

— Do you want to improve your Employer Branding by working on financial recognition, but you don’t have any comparators.

— Do you want to promote internal and external equity?
Why participate in 2024?

— In preparation for the EU Pay Transparency Directive (2026)

— According to this directive EU companies will be required to share information about how much women and men are paid for the same kind of work.

— Does their gender pay gap exceed 5%? Then they will have to take action, or penalties, that will include fines.

— Is there a gender pay gap within my organisation?

— Identify the potential current gender pay gap based on objective data and statistics

— Objectivity in the evaluation of jobs

— Equal Pay Benchmark m/f/x (NEW)
What do I get in return?
— Be part of the extensive HR community participating in the salary survey for free and, therefore, stay informed about reward market trends in Belgium when the results are communicated.

— Know the positioning of your organisation and your white- and blue collars compared to the Belgian market by receiving a salary benchmark report.

— Receive a free report on premiums (for blue collars)

— Obtain a 20% discount to access the tool containing the most representative salary database in Belgium and thus be able to:

  — Evaluate the positioning of your employees compared to the relevant reference market.
  — Identify actions to strengthen your attractiveness as an employer through competitive salaries (talent retention and attraction).
  — Increase/ensure external and internal equity in your salary policies
What do I get in return?

**Base Salary**
- Monthly base salary
- End-of-year bonus (13th month, 14th month...)
- Holiday Pay

**Target/Achieved Total Cash**
- Individual bonus (cash/ non-cash; deferred; target bonus / discretionary bonus)
- CLA 90 bonus
- Commission
- Profit sharing
- Profit premium
- Market premium

**Achieved Total Compensation**
- Company Car
- Meal vouchers
- Net fixed expenses
- Teleworking allowance
- Daily allowance
- Additional created flex-budget

**Total Remuneration**
- Insured benefits: pension, guaranteed income, hospitalisation, death
- Non-Financial Benefits: Hybrid way of working, Recognition, Learning & Development, Well-being, Holidays, Vouchers

---

1. Copyright fees included
2. Sponsored car belonging to the job provided by the employer via purchase, leasing,... or included in a cash/ flex/mobility budget.
What do I get in return?

- Salary benchmark report: positioning of your Jobs on the Belgian Market
- Personal explanation

Distribution of employees

<table>
<thead>
<tr>
<th>Component</th>
<th>Age independent</th>
<th>Age dependent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Salary</td>
<td>110%</td>
<td>114%</td>
</tr>
<tr>
<td>Target Total Cash</td>
<td>106%</td>
<td>108%</td>
</tr>
<tr>
<td>Achieved Total Cash</td>
<td>109%</td>
<td>109%</td>
</tr>
<tr>
<td>Achieved Total Compensation</td>
<td>113%</td>
<td>109%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Component</th>
<th>&lt;75%</th>
<th>75%-84%</th>
<th>85%-94%</th>
<th>95%-100%</th>
<th>106%-115%</th>
<th>116%-125%</th>
<th>&gt;125%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Salary</td>
<td>0</td>
<td>6</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Target Total Cash</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>4</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Achieved Total Cash</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>Achieved Total Compensation</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

A C/R between 85% and 105% means the remuneration is in line with the market.
What do I get in return?

### Department level

<table>
<thead>
<tr>
<th></th>
<th>Base Salary</th>
<th>Target Total Cash</th>
<th>Achieved Total Cash</th>
<th>Achieved Total Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>C/R AI</td>
<td>C/R AD</td>
<td>C/R AI</td>
<td>C/R AD</td>
</tr>
<tr>
<td>ADMINISTRATION</td>
<td>116%</td>
<td>114%</td>
<td>113%</td>
<td>108%</td>
</tr>
<tr>
<td>HUMAN RESOURCES</td>
<td>90%</td>
<td>91%</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>MARKETING</td>
<td>80% N.A.</td>
<td>69% N.A.</td>
<td>175% N.A.</td>
<td>166% N.A.</td>
</tr>
<tr>
<td>FINANCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D</td>
<td>140%</td>
<td>133%</td>
<td>133%</td>
<td>122%</td>
</tr>
</tbody>
</table>

### Job level

<table>
<thead>
<tr>
<th></th>
<th>Base Salary</th>
<th>Target Total Cash</th>
<th>Achieved Total Cash</th>
<th>Achieved Total Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>C/R AI</td>
<td>C/R AD</td>
<td>C/R AI</td>
<td>C/R AD</td>
</tr>
<tr>
<td>EXECUTIVE ASSISTANT</td>
<td>83%</td>
<td>99%</td>
<td>81%</td>
<td>95%</td>
</tr>
<tr>
<td>SALES EXECUTIVE</td>
<td>80% N.A.</td>
<td>69% N.A.</td>
<td>175% N.A.</td>
<td>166% N.A.</td>
</tr>
<tr>
<td>HR MANAGER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINANCE MANAGER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR BUSINESS PARTNER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DEVELOPER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR COORDINATOR</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOFTWARE ENGINEER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CALCULATOR</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RECEPTIONIST</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MARKETING OFFICER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A C/R between 95% and 105% means the remuneration is in line with the market.
Sample Results

2023 Generic Salary Survey | Results

Sample name
(3) Administrative Employee (-, +)

Sample details
2023 - Generic Salary Survey
Jobs
Administrative Employee
Domains
Market refinements

Edit employees
Monthly basis 1392
Reference point 50

Sample Composition

Summary

Age Independent
Base Salary €2,458
Target Total Cash €3,575
Achieved Total Cash €3,542
Achieved Total Compensation €3,562

Age Dependent

Individual C/R

Note: Below you will get the possibility to consult the age independent and dependent results and the sample composition. If you dispose of the advanced version, you can also consult the individual compensation and a summary of the individual compensation. If there are no results to display for a certain part, the cell with a greyed-out background will be displayed. On the left, you will again see an overview of the selected criteria for your sample.
Webinar

An in-depth presentation of the reward market trends 2024.

Duration: 1 hour

Timing: September - November

Type of analyses:
• Analyses within the sector
• Base salary
• Variable pay
• Extra-legal benefits
• Starter wages
• Mobility budget
• DEI
• ...
Process
1. Preparation
Creating/updating the questionnaire, job grading guide and policy report.

2. Start data-intake
Hudson contacts all organisations in scope of the survey.

3. Questionnaire
Hudson assists the participating organisations with filling in the questionnaire.

4. Data Analysis & Processing
Quality check of the provided data. Thorough analysis on the final dataset.

5. Results
Presenting of the results of the survey and reporting the database.

Reference date: 1 April 2024
Data Analysis & Processing

HUDSON GUARDS

- The confidentiality of the data
- The authorisation to access the data
- The dominance of one organisation
- The representativeness of the data

HUDSON QUALITY

- Checking the intake files on inconsistencies
- Contacting organisations in case of questions regarding intake files
- Collecting enough data which allows for qualitative and representative reports
Remark: All data are transferred through a secure platform (SendSafely) and maintains the confidentiality within the organisation. Only the people who work with this data have access to this information.
The 4 pillars of the Job matching process

20 DOMAINS
- Administration
- Agile
- Construction
- Consultancy
- Customer Service
- Engineering
- Facilities
- Finance
- General Direction
- Healthcare
- Human Resources
- ICT
- Marketing
- Manufacturing & Maintenance
- R&D and Quality
- Safety, Health & Environment
- Sales
- Services
- Staff
- Supply Chain, Logistics & Purchasing

5 CAREER LADDERS
A career ladder groups jobs on the basis of focus and required competencies. It visualizes both vertical and horizontal career possibilities within the organization.

STANDARD CLASSIFICATION
The Compass 9+1™ evaluation methodology determines the Compass grade of each reference job. These grades group jobs that provide a similar added value to the organization and form the basis for other organizational processes such as reward.

JOB DESCRIPTIONS
The Job Grading Guide offers a qualitativa description of every reference job by means of four key elements. These elements are the basis for matching your jobs to our own Hudson reference jobs, with consideration for your organisational context.

1 GOAL OF THE JOB
2 RESULT AREAS
3 CONTEXT
   Job(s) that is (are) managed.
   Job(s) that manage(s) this job.
4 LEVEL
   Distinctions based on:
   - size of the organisation
   - complexity of the organisation
   - position within the organisation
   - degree of innovation
   - impact of the job on the organisation
   - specific technical knowledge
# Job Grading Guide

## Reference jobs white collars

### FINANCES

<table>
<thead>
<tr>
<th>Level</th>
<th>General</th>
<th>Audit</th>
<th>Budget &amp; Control</th>
<th>Treasury</th>
<th>Tax</th>
<th>Accounting &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Finance Director</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Audit Manager</td>
<td>Budget &amp; Control Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Financial Auditor</td>
<td>Controller</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Financial Analyst</td>
<td>Treasurer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Credit &amp; Collection Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Cost Accountant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Credit Controller</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Cost Accountant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Accountant Assistant</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Accounting Employee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### ACCOUNTING

**Domain**: Finances

**Specialisation**: Accounting & Finance

**Career ladder**: Expense

### Key result area

- Oversight of income and expenditure, and the preparation of financial statements in accordance with accounting regulations.
- Preparation of financial statements for auditing purposes.
- Preparation of annual accounts and tax returns in accordance with the law and internal procedures.
- Preparation of financial reports for management and shareholders.
- Preparation of financial reports for regulatory authorities.
- Preparation of financial reports for the media.

### Context

- Job roles managed: Functionally manages a team of assistant-accountants.
- Job roles managed: The role of the Managing Accountant.

### Accountant

- Level: Grade 10
- Qualification: Bachelor - 6 months of experience required
- Type: Small Belgian organisation
- Responsibilities: Works according to standard procedures and draws up balance sheets, prepares reports on demand, performs standard accounting tasks.
- Qualification: Bachelor - Minimum 1 year of experience required
- Type: Large Belgian organisation or division of a multinational.
- Responsibilities: Is a specialist with regard to accountancy and the accountability system.

### Accountant +

- Level: Grade 12
- Qualification: Bachelor - Minimum 5 years of experience required
- Type: Large Belgian organisation or division of a multinational.
- Responsibilities: Draws up reports for the board on a local and overall basis.

### Support

- Providing support within a certain process for which no specific knowledge is required.
## Manufacturing & Maintenance

<table>
<thead>
<tr>
<th>Level/Role</th>
<th>Production</th>
<th>Maintenance</th>
<th>Production Planning/Preparation</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Manufacturing Coordinator</td>
<td>Maintenance Coordinator</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Manufacturing Field Coach</td>
<td>Maintenance Field Coach</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Manufacturing Line or Process Operator</td>
<td>Electrical Technician</td>
<td>Work Preparer (Manufacturing)</td>
</tr>
<tr>
<td>9</td>
<td>Manufacturing Line or Process Operator</td>
<td>Mechanical Technician</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Manufacturing Line or Process Operator</td>
<td>Electromechanical Technician</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Manufacturing Line or Process Operator</td>
<td>High &amp; Low Voltage Technician</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Manufacturing Machine Operator</td>
<td>Automation Technician</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Welder/Metalworker</td>
<td>Central Heating and Plumbing Technician</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Turner/Miller</td>
<td>Steel Construction &amp; Etwal Joinery Technician</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Maintenance Coordinator</td>
<td>Maintenance Coordinator</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Manufacturing Field Coach</td>
<td>Maintenance Field Coach</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Manufacturing Coordinator</td>
<td>Maintenance Coordinator</td>
<td></td>
</tr>
</tbody>
</table>

### MANUFACTURING LINE OR PROCESS OPERATOR

**Domain:** Manufacturing & Maintenance

**Specialization:** Production

**Career Ladder:** Expertise

To take responsibility for the independent direction of the manufacturing process or manufacturing line of a complex group of installations/machines, in order to realise the manufacturing planning and output.

**Key Result Area**

- Follow up and take responsibility for the manufacturing process or line to ensure that productivity can be optimised and guaranteed.
- Oversee technical aspects of the manufacturing process to ensure that you can guarantee a smooth and safe manufacturing.
- Check finished products to ensure that you can guarantee the best possible quality and performance standards.
- Supervise and support machine operators to ensure that together you form a well-functioning team.
- Adjust different machines to ensure that a smooth manufacturing output can be guaranteed.

**Context**

Job(s) that manage(s) this role: Shift Boss or Manufacturing Foreman

- **Manufacturing Line or Process Operator** - Competency: 7
  - Secondary Education - Minimum 1 year of experience required.
  - Works in a small assembly unit with less complex manufacturing processes, simple machines and/or simple products.
  - Is responsible for the manufacturing process or manufacturing line of complex group of installations/machines.
  - Solves technical and coordination problems.
  - Supervises the technical aspect of the manufacturing.

- **Manufacturing Line or Process Operator** - Competency: 8
  - Secondary Education - Minimum 3 years of experience required.
  - Works in a more complex assembly unit with complex manufacturing processes, complex machines and/or complex products.
  - Is responsible for the manufacturing process or manufacturing line of a complex group of installations/machines.
  - Is an expert with regard to the assigned manufacturing line.
  - Makes profitability and quality calculations within complex manufacturing processes and gives advice.
Each role consists of 2 possible grades, depending on the complexity, autonomy, and/or impact of the responsibilities.

With « roles », instead of focusing on the specific job content or the job domain in which the employee is situated, we look at the role a person assumes within the organisation and what competencies are required to do so.
How do you make a choice between (reference) jobs, roles?

Do you have clear job descriptions?

Yes

(references) jobs

• In need of salary information for a **specific job**.
• e.g. HR business partner

Is there a job that you cannot match to the existing reference jobs?

Roles

No

Roles

• In need of salary information for a **certain role** within the organisation
• e.g. an advisor
Secured Data Transfer to Hudson

Powerful security that's simple to use

SendSafe is so easy to use, you won't even notice the sophisticated security at work behind the scenes.

Easy to use

Secure and GDPR compliant

Encrypted data
How to participate?

— Fill in our registration form

— Receive a positive confirmation from your personal Hudson Reward Expert within 48 hours

— Receive all the necessary documents, deadlines and explanations

— Contact your Hudson reward expert in case of questions

— Register via the following link:

CLICK HERE
Available for purchase
Comparison to the market

Hybrid way of working
Recognition
Vouchers/Insurances
Holidays
Well-being
Learning & Development

Learning & development

Non-financial benefits related to 'Learning & development' are very important for employee growth. We can see, for instance, that these benefits mainly impact the motivational drivers 'Career development' and 'Expertise'. In the MDD, we therefore see that 'Expertise' is one of the motivators to which respondents assigned the highest score.

Learning & development can be done through training-on-the-job, for instance, as well as through specific training courses or workshops organised outside the workplace. Some organisations go further than just providing training and education and set up individual pathways for their employees. In doing so, the needs of the individual are always taken into account when deciding which training or courses employees can take.

Home office infrastructure

What does Organisation X do?
- Mouse
- Headset
- Keyboard
- Additional screen
- Ergonomic chair
- Phone with subscription (work/private use)
- Laptop
- Internet subscription

Conclusion

Organisation X scores well in terms of offering IT devices and offers most things that are also common in the market.

- Offering an ergonomic chair can ensure good well-being among employees. This can possibly be offered as part of the flexible remuneration plan.

Home office

What does the market do?

Initiatives to improve the home office:

- Additional screen: 47%
- Ergonomic chair: 19%
- Keyboard (57%)

17% of organisations generally offer initiatives for the improvement of the home office within the salary package.

- 3 in 4 organisations offer a smartphone.
- 1 in 3 organise an internet allowance.

58% of employers provide employees with a mobile phone or smartphone with a subscription for private and professional calls.

Maximum tax-friendly allowance is 30 euros per month and is in line with market amounts found in our survey.
Equal Pay Benchmark

Equal Pay Gap – Catégorie de fonction

<table>
<thead>
<tr>
<th>Salaire de base</th>
<th>Bonus individuel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sr. Management</td>
<td>€ 600</td>
</tr>
<tr>
<td>Management</td>
<td>€ 500</td>
</tr>
<tr>
<td>Cadres supérieurs</td>
<td>€ 410</td>
</tr>
<tr>
<td>Cadres inférieurs</td>
<td>€ 200</td>
</tr>
<tr>
<td>Employés supérieurs</td>
<td>€ 90</td>
</tr>
<tr>
<td>Employés inférieurs</td>
<td>€ 90</td>
</tr>
</tbody>
</table>

Conclusion:
De resultaten blijken dat er een minimaal gelijke beloning is in elke functielevel. Echter, de grootte van het ongelijkheid tussen man en vrouw is binnen de kaders te vinden.

Equal Pay Gap – Analyse de dispersion Bonus individuel

Conclusion:
De resultaten blijken dat er een gelijke beloning is in elke functielevel. Echter, de grootte van het ongelijkheid tussen man en vrouw is binnen de kaders te vinden.
Timeline 2024

February

Kick-off

March - June

Contacting organisations & Data-Intake

May - August

Data processing & analysis

November

Reporting webinar
Release Reward Architect Incentives

Reference date wages 2024 - 1st of April
Register & Participate

- Distribution of Presentation Kick Off Meeting: After meeting
- Distribution of registration link: February
- Registration of participation: February/March
- Distribution of participation documents: March
- Deadline data-intake: First half of June

Hudson

Participants
Don’t hesitate to contact us in case of questions

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